



# Affirmative Action Plan

2025-2027





# Oregon

Tina Kotek, Governor

Department of Transportation

Director's Office

355 Capitol St. NE

Salem, OR 97301

July 19, 2024

Juliet Valdez  
Affirmative Action Manager, Office of Cultural Change  
Department of Administrative Services  
155 Cottage Street NE  
Salem, OR 97301

Dear Juliet,

We want to bring strategic alignment and awareness to equity while increasing the criticality of understanding for those within and outside the organization. This work is essential to our collective success. As a part of this work, it is my pleasure to offer the 2025-2027 Affirmative Action Plan for the Oregon Department of Transportation (ODOT).

Guided by ODOT's Strategic Action Plan (SAP), the agency is building a modern transportation system by preserving roads and bridges, reducing traffic crashes, improving access to public and active transportation, cutting greenhouse gas emissions, and tackling growing congestion. Equity is infused throughout various SAP goals to ensure that the burdens and benefits of the transportation system are shared by all users rather than negatively impacting marginalized groups disproportionately.

Over the next two years, this Affirmative Action Plan will help us to continue to embed equity into our work, as we seek to diversify our workforce, in our contracting, and in our engagement with interested parties. We are committed to creating a sense of belonging and safety for all those that work at and on behalf of ODOT.

This plan highlights some of the efforts and strategies that will move us closer to our goal of being a workplace of choice in Oregon.

If you have any questions, please do not hesitate to contact us as we are a dedicated partner in supporting the enterprise's work to center equity in all our work.

Kristopher Strickler, P.E.  
Director, Oregon Department of Transportation

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# INTRODUCTION

## AGENCY OVERVIEW

The Oregon Department of Transportation (ODOT) is an employer that is inspired by the changing demographics of the state. We value equity and are committed to the principles of affirmative action and equal opportunity. We are committed to developing and sustaining an agency that is:

1. Free from harassment and discrimination.
2. Emboldened by valuing our employees and their talents.
3. Recruiting, developing, and retaining a diverse workforce.

We are a recognized leader in transportation, and we seek to be an employer of choice in our local communities while consistently delivering transportation solutions for Oregon's future. The work toward this vision is guided by our agency values of integrity, safety, equity, excellence, and unity. These values are the foundation of our decisions and behavior in partnership with each other, our interested parties, and the communities we serve.

In our day-to-day operations, we strive for:

1. A high-performing and collaborative workplace where staff at all levels are aligned.
2. Flexible processes and mechanisms that adapt to changing needs and proactively respond to trends and opportunities.
3. Modernized systems and technology.
4. Services to maximize resources and improve productivity and efficiency.
5. Strong and informed governance for priority setting, decision making, and evaluating progress on initiatives.

## KEY CONTACT INFORMATION

### **Kris Strickler, P.E.**

Director  
355 Capitol St. NE, MS 11  
Salem, OR 97301-3871

### **Serena Stoudamire Wesley**

Assistant Director of Social Equity  
355 Capitol St. NE, MS 11  
Salem, OR 97301-3871

We do this to honor our mission—to provide a safe and reliable multimodal transportation system that connects people and helps Oregon’s communities and economy thrive.

The Office of Equity and Civil Rights in partnership with Human Resources and other cross-functional teams are leading the agency to ensure equity is embedded in all our work as we endeavor to fulfill our mission and honor our values. Our agency Strategic Action Plan (SAP) prioritizes four areas of focus to support ODOT in imbedding equity into the fabric of our workforce culture and diversity, economic opportunities, engagement, and climate equity. The Office of Equity and Civil Rights has been working in partnership across the enterprise, agency, external interested parties, and community partners to develop and implement the strategies informed by the SAP.

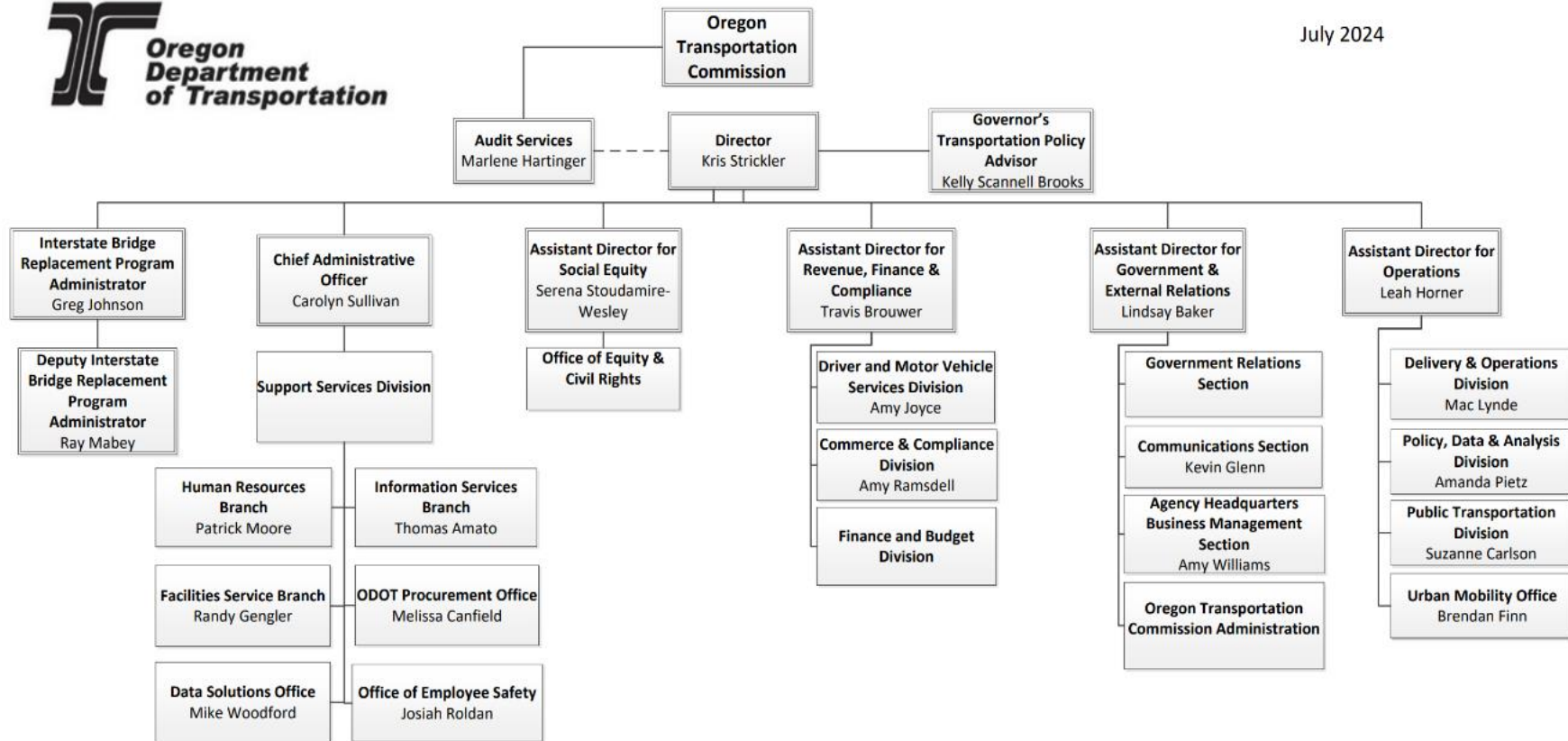
ODOT centers people, process, programs, projects, and policies. People focused work aligns with the Governor’s Affirmative Action Office as it is focused on:

1. Providing a work environment that allows every individual the opportunity to reach their full potential as a state employee.
2. Eliminate bias and barriers for Black, African American, Native American, Tribal members, Asian American, Native Hawaiian and Pacific Islander, Latina/o/x, and women-owned businesses who desire to provide service to the state by working with the agency.

# AGENCY ORGANIZATION CHART



July 2024



# 2023-2025 AFFIRMATIVE ACTION PLAN PROGRESS

## SUMMARY

Dedication to affirmative action principles is front and center for our agency director and leadership.

The 2023-2025 plan had four goals that supported us in looking for ways to better understand and address the gaps in diversity within our workforce as well as in our contractor and consultant community. data support us in continuous improvement around promotion and retention. We continue to seek, to be a workplace of choice, and to attract and retain a workforce that better aligns with Oregon's demographics.

Additionally, because much of the work we perform through transportation projects is done by contractors and consultants, we continue to strive to diversify that community as well.

The following summarizes the highlights of the last two years' work and the foundation for what is next:

## 2023-2025 GOAL ONE

### *Scale up the interview and engagement toolkits so they are used agency wide.*

Interview and Engagement toolkits have been introduced and we have provided comprehensive training to all areas of the agency so that everyone understands their purpose and how to use them.

## 2023-2025 GOAL TWO

### *Provide comprehensive diversity, equity and inclusion (DEI) training to the entire agency.*

The Office of Equity and Civil Rights began providing comprehensive DEI training. This training was developed to be specific to the educational needs of each area of the agency and address common concepts and those highlighted in the Governor's Diversity Action Plan.

We heard from the Governor's Minority Contractor's Task Force, the Governor's Racial Justice Council and from our own internal Contract Expansion initiatives that we need to improve access for minority-owned, women-owned and certified firms. Some specific things that we have been working towards are:

1. Creating a small business priming program with the approval and implementation of Oregon Revised Statute 184.906.
2. Providing more technical assistance services, resourcing two Small Business Program Navigators.
3. Improving communications/outreach strategies in bidding opportunities.
4. Identifying measurable outcomes that will enhance ODOT's partnerships with Community Based Organizations (CBOs).
5. Improving data collection for accountability.

## 2023-2025 GOAL THREE

### *Enhancing belonging by equipping leaders and enhancing employee resources.*

Following the employee survey, we focused on providing manager training and implementing employee resource groups to enhance belonging.

Manager training supports managers in growing acumen in leader competency areas and weaves belonging in each competency area to equip managers in enhancing belonging on the teams they support.

Employee Resource Groups (ERGs) were launched in the summer of 2023, and we continue to grow the portfolio of ERGs.

We anticipate both manager training and ERGs will support growth in the belonging and retention of a diverse workforce.

## 2023-2025 GOAL FOUR

### *Implement the recommendations from the state Disparity Study, implement the commitments outlined in the five-year plan submitted in response to Executive Order 22-15 and launch OregonBuys and AASHOTWARE to improve reporting for accountability.*

The recommendations from the independent contractor that conducted the statewide Disparity Study are as follows:

1. Assign higher contract goals.
2. Increase certified Disadvantaged Business Enterprises (DBE) firms.
3. Connect DBEs to prime contractors and increase DBE primes.
4. Encourage DBE participation in new sub-industries and build capacity.
5. Facilitate technical assistance and training on the bidding process.
6. Unbundle projects and provide bonding/financial assistance.

We have worked to establish partnerships with community-based organizations and small, minority and women owned firms who collaborate with ODOT to effectively address the recommendations identified. Also, as we implement actions in response to EO 22-15 we address these recommendations as well.

In 2024 OregonBuys went live. This system allows us to capture more information about the firms that work with us. In 2024 we also began transitioning to use AASHTOWARE, a software warehouse of sorts that will house an exponential amount of data and allow us to run reports efficiently and effectively.

# 2025-2027 AFFIRMATIVE ACTION PLAN

## SUMMARY

We have implemented various toolkits and programs to aid us in diversifying our workforce and to increase engagement with contractors, consultants and community partners who have been historically marginalized.

To continue to prioritize our value of equity, in the 2025-2027 biennium, the Oregon Department of Transportation will continue to strive to diversify our workforce as well as our contractor and consultant community.

Recommendations for 2025-2027 will build on the previous biennium and are as follows:

## RECOMMENDATION ONE

*Monitor and audit the effectiveness and use of the interview and engagement toolkits.*

### **Recruitment and Hiring Toolkit**

Our new tools and templates were designed to increase transparency with our candidates, create consistency in our process, enhance accessibility for our users, and increase fairness in the interview process. We have developed panel interview training, which we recommend for all internal and external panel members. We require the use of our behavior-based question bank. At least one behavior-based question from the categories of engagement-focused, equitable, or inclusive must be among the list of interview questions.

We have also designed panel interview toolkit forms that are required for all interview processes. Those forms include the panelist interview materials, the candidate question template, and the interview script or outline template. These tools help the facilitator and panelists understand their roles on the panel, what biases they hold coming into the interview process, and builds

understanding of the various laws, rules and policies that we must adhere to in interviews. They also create a positive and welcoming candidate experience in the interview process.

### **Engagement Toolkit**

The purpose of this toolkit is to utilize the viewpoints of those who reside in the communities ODOT serves and who are likely to be affected by the decisions that ODOT makes. By 2030, we hope that the impact of the toolkit is that all voices, regardless of social identity or social demographics, in the communities that ODOT serves, are heard and their viewpoints influence agency decisions. For each project that ODOT does, we strive to ask ourselves the following questions:

1. What problem or opportunity are we trying to solve?
2. What is causing the problem or driving the opportunity?
3. What are the desired outcomes?
4. What are the potential risks or barriers to the future state?
5. How will we know we are successful, what are we measuring?

We do not want engagement to feel like an “extra duty”, and this toolkit will allow us to embed engagement into various projects and outreach conducted by the agency.

### **Equitable Engagement Compensation Program**

ODOT created the Equitable Engagement Compensation Program (EECP) to remove barriers that have systemically prevented marginalized populations and others from participating in public engagement and advisory activities with us. As we engage with community members, in an open house or town hall forum, we will compensate them through the EECP as applicable.

This program requires that engagement activities seek direct, targeted feedback from specific individuals or an identity group on an ODOT program or project. However, not qualifying for payment under the EECP does not affect someone’s ability to participate in an activity. They can still provide feedback to us, and we’ll still listen.

The Office of Equity and Civil Rights has created a step-by-step guide for internal departments to use when engaging the communities we serve. It is a step-by-step interactive guide to help them, and their teams select a payment pathway for their program or project.

Since these three tools have been launched, we will hold ourselves accountable for ensuring that equity advances by using these valuable tools by collaborating with users, measuring effectiveness, and use, and adjusting the tools as needed.

## RECOMMENDATION TWO

*Provide diversity, equity, and inclusion belonging (DEIB) training to the entire agency.*

### **Belonging**

In the Fall of 2023, we launched an employee engagement survey administered by Gallup and learned how our employees experience ODOT related to belonging. Specifically, how different identities are or are not experiencing belonging. Questions in the diversity, equity, inclusion, and belonging categories of the survey helped us to understand people's experiences at ODOT.

Based on what we learn from our employees, we will continue to develop and implement actions to address areas of opportunity in the coming biennium.

### **Training**

Through internal collaborations ODOT has identified internal and external training needs and establish resources that address the following objectives:

1. Increased social equity awareness and its impact on culture.
2. An ability to appropriately identify and respond to cultural and language barriers.
3. A common understanding of how all agency employees should be welcomed and valued.
4. Promotion of leader development among diverse populations of employees in preparation for promotional opportunities.
5. The improvement of employee morale.

## RECOMMENDATION THREE

### *Use the Disparity Study recommendations to increase diversity in contracting.*

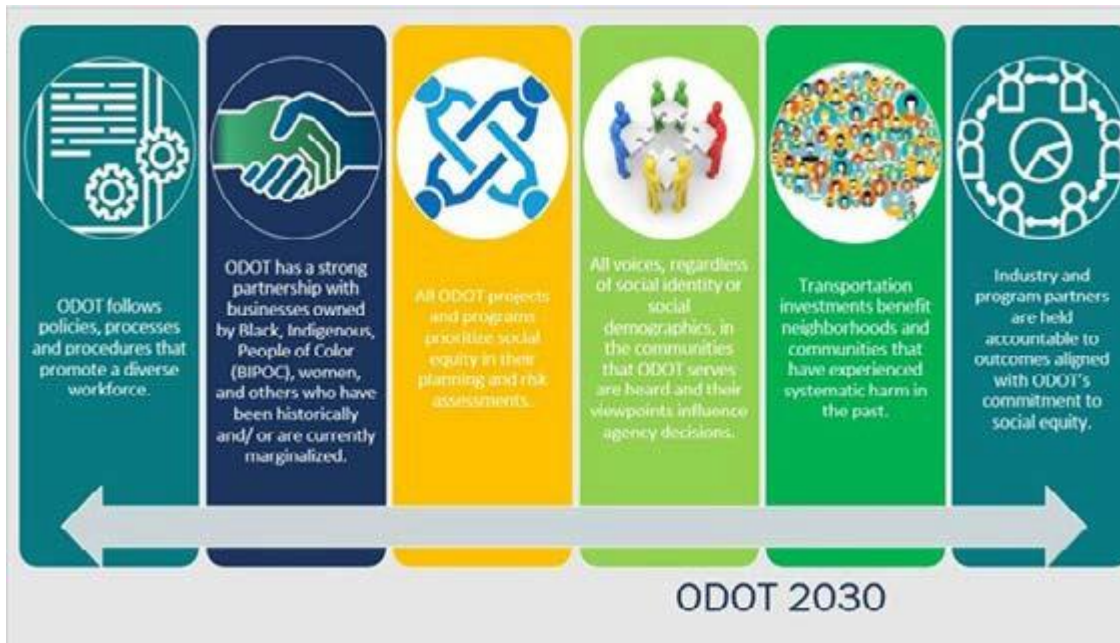
We seek to be a catalyst for economic equity through our work, by mitigating barriers and providing training for those who have not equally benefited from transportation investments offered by the agency. We will continue to better understand the gaps and barriers that exist, build trusted relationships and work with community-based organizations, minority-owned, women-owned and veteran-owned businesses to make improvements that will increase diversity in our contracting community.

Disparity Study recommendations area as follows:

1. Assign higher contract goals.
2. Increase certified Disadvantaged Enterprise (DBE) firms.
3. Connect DBEs to prime contractors and increase DBE primes.
4. Encourage DBE participation in new sub-industries and build capacity.
5. Facilitate technical assistance and training on the bidding process.
6. Unbundle projects and provide bonding/financial assistance.

# CONCLUSION

By accomplishing the goals outlined in this plan we will be well on our way to achieving the goals in our Strategic Plan for Equity that is illustrated below:



In conclusion, we seek to be a leader in the state of Oregon through our social equity work. We strive to do this by providing the necessary training for our workforce, improving our internal hiring processes, enhancing the processes that we use to engage with the community, improving our internal reporting to hold ourselves accountable and by being a catalyst for economic equity for minority-owned, women-owned and other diverse partners. We hope to see all Oregonians equally benefiting from the transportation projects, improvements, and investments that the agency offers.

# APPENDICES

## APPENDIX A — AGENCY, STATE AND FEDERAL DOCUMENTATION

### State Policy Documentation

[http://www.oregon.gov/gov/policy/Documents/State\\_Affirmative\\_Action.pdf](http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)

### Federal Documentation

[http://www.oregon.gov/gov/policy/Documents/Federal\\_Affirmative\\_Action\\_TitleVII.pdf](http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

### Agency documentation in support of its Affirmative Action Plan

» PER 01-04 – Equal Employment Opportunity/Affirmative Action

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-04.pdf>

» PER 01-05 – Americans with Disability Act (ADA) and Reasonable Accommodation

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-05.pdf>

» PER 01-10– EEO/ADA Communication Requirements

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-10.pdf>

» PER 09-04-01 Diverse Workforce

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2009-04-01.pdf>

» PER 14-04-01 – Workforce Development

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2014-04-01.pdf>

» PER 19-01-02 – Discrimination and Harassment-Free Workplace (in revision)

<http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2019-01-02.pdf>

## **Additional Federal Documentation**

ODOT, as recipient of Federal Highway funds, is required under Executive Order 11246 and more specifically under 23 CFR 230 Subpart 230 State Highway Agency EEO programs, to submit an Affirmative Action Plan to the US Department of Transportation, Federal Highway Administration (FHWA). However, October 2017, ODOT was notified by our local FHWA contact and provided a memo (attached) that asks state DOTs to refrain from submitting a plan until further notice. If this plan is requested, ODOT may be required to conduct further workforce analysis and to set specific, measurable and attainable hiring and promotion goals as necessary to address under-utilization of any protected class.

## **EEO/AA/DEI-Related Courses Available to ODOT Employee**

1. Americans with Disabilities Act at ODOT
2. Communication Basics
3. Conflict Resolution
4. Construction Project Civil Rights and Labor Compliance
5. Counseling and Corrective Action
6. Crucial Conversations and Crucial Accountability
7. Effective Coaching
8. Emotional Intelligence: Building Self-Awareness
9. FMLA/OFLA at ODOT
10. Harassment Prevention for Managers
11. Influencing and Building Partnerships
12. Introduction to Veterans' Preference
13. Let's Get Honest: Sexual Harassment Prevention
14. People Skills: Understanding Behavior Styles
15. Preventing Sexual Harassment
16. Respectful Workplace
17. Veterans' Preference in Employment

## APPENDIX B – AGENCY COMPLAINT PROCESS

*NOTE: Each situation is reviewed on case-by-case basis. While ODOT will generally adhere to the steps in this flowchart, different circumstances may warrant the sequence and process to be altered.*

<b>Agency Complain Process</b>	
Making A Complaint	<p>Senate Bill 1559 requires agencies to submit a written report to the Bureau of Labor and Industries that includes information and data relating to disclosures made under ORS 659A.200 to ORS 659A.224, the Whistleblower Law. Individuals will be able to make complaints through <a href="#">Ask ODOT</a>, email to Ask HR, or by paper/mail.</p> <p>» A <a href="#">complaint form</a> will be available online on the ODOT HR website for individuals to file complaints. After completing the form, employees can send the complaint form to their manager, appointing authority, or HR Business Partner. Recipients of complaints should promptly forward them to the assigned HR Business Partner.</p> <p>» Phone complaints made to Ask ODOT for Employees (1-888-275-6368, ext. 7) will be forwarded to the Deputy Human Resources Director to assign an investigator with the initial complaint logged.</p> <p>Instructions will be provided on the HR website that direct individuals making complaints by email to send the email to their assigned HR Business Partner.</p>
Complaint Investigated	Complaints received will be assigned by the Deputy Human Resources Director and investigated by the assigned investigator.
Timeline for Investigation	The Agency will make reasonable efforts to begin the investigatory process for a complaint, generally within 30 days of becoming aware of the issue.
<b>Agency Complain Process</b>	
Conclusions of Investigation	Upon completion of the investigation, the assigned investigator will complete a summary of the initial complaint and actions taken.
Whistle-blower Protection	Through the course of a complaint investigation, individuals contacted will be reminded either verbally or in writing that it is important that staff do not retaliate and/or give the perception of retaliation for participating in an investigatory process and that retaliation is a serious matter that will lead to a separate investigation by Human Resources or a third-party investigator.

## APPENDIX C – OREGON DEPARTMENT OF TRANSPORTATION SOCIAL EQUITY DATA

July 1, 2023 – June 30, 2024

*In the following ten pages, 20-30, we provide data tables that expresses the ODOT demographic workforce data as outlined in the May 2024 DAS Affirmative Action Plan Guide.*

**JOB CATEGORY**

As of June 30, 2023

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Paraprofessionals		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Blank		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.2%	6	1.9%	7	0.0%	0	1.0%	15	0.0%	0	8.9%	4	2.2%	24	1.5%	14	2.4%	16	1.7%	87
Asian (United States of America)	4.5%	25	3.8%	14	0.0%	0	1.0%	15	0.0%	0	8.9%	4	0.8%	9	4.0%	41	3.1%	21	3.4%	176
Black or African American (United States of America)	0.5%	3	2.4%	9	0.0%	0	0.6%	9	0.0%	0	0.0%	0	0.7%	8	1.7%	17	1.6%	11	1.1%	57
Hispanic or Latino (United States of America)	8.5%	47	4.3%	16	0.0%	0	4.2%	61	0.0%	0	11.1%	5	4.1%	45	11.3%	114	6.9%	46	6.4%	334
I do not wish to answer. (United States of America)	2.3%	13	1.6%	6	0.0%	0	2.7%	39	0.0%	0	0.0%	0	1.7%	19	2.2%	22	2.4%	16	2.2%	115
Native Hawaiian or Other Pacific Islander (United States of America)	0.7%	4	0.5%	2	0.0%	0	0.2%	3	0.0%	0	0.0%	0	0.6%	6	0.8%	8	0.3%	2	0.5%	25
Two or More Races (United States of America)	4.3%	24	2.7%	10	0.0%	0	3.6%	52	0.0%	0	6.7%	3	3.4%	37	3.7%	37	4.8%	32	3.8%	195
White (United States of America)	78.1%	434	83.0%	307	100.0%	5	83.1%	1,193	0.0%	0	77.8%	35	86.6%	940	75.0%	760	78.4%	524	81.1%	4,198
<b>Total</b>	<b>10.7%</b>	<b>556</b>	<b>7.1%</b>	<b>370</b>	<b>0.09%</b>	<b>5</b>	<b>27.7%</b>	<b>1,436</b>	<b>0.0%</b>	<b>0</b>	<b>0.9%</b>	<b>45</b>	<b>21.0%</b>	<b>1,086</b>	<b>20.0%</b>	<b>1,013</b>	<b>12.9%</b>	<b>668</b>	<b>100.0%</b>	<b>5,179</b>

As of June 30, 2024

Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Paraprofessionals		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Blank		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.7%	4	1.6%	6	0.0%	0	1.1%	16	0.0%	0	3.6%	1	2.6%	27	2.2%	23	2.1%	12	1.8%	89
Asian (United States of America)	4.5%	25	3.7%	14	0.0%	0	4.8%	71	0.0%	0	0.0%	0	0.9%	9	4.2%	43	3.0%	17	3.5%	179
Black or African American (United States of America)	0.5%	3	1.9%	7	0.0%	0	0.7%	11	0.0%	0	0.0%	0	0.3%	3	1.4%	14	2.4%	14	1.0%	52
Hispanic or Latino (United States of America)	9.1%	51	4.5%	17	0.0%	0	4.2%	62	0.0%	0	0.0%	0	4.2%	44	12.1%	124	7.5%	43	6.7%	341
I do not wish to answer. (United States of America)	2.7%	15	2.1%	8	0.0%	0	3.1%	46	0.0%	0	3.6%	1	2.2%	23	1.9%	19	3.3%	19	2.6%	131
Native Hawaiian or Other Pacific Islander (United States of America)	0.7%	4	0.5%	2	0.0%	0	0.3%	5	0.0%	0	0.0%	0	0.6%	6	0.8%	8	0.9%	5	0.6%	30
Two or More Races (United States of America)	4.5%	25	2.4%	9	0.0%	0	3.5%	52	0.0%	0	0.0%	0	3.5%	37	3.3%	34	4.5%	26	3.6%	183
White (United States of America)	77.4%	432	83.6%	315	100.0%	1	82.4%	1,213	0.0%	0	92.9%	26	85.9%	900	74.3%	760	76.3%	437	80.4%	4,084
<b>Total</b>	<b>11.0%</b>	<b>558</b>	<b>7.4%</b>	<b>377</b>	<b>0.02%</b>	<b>1</b>	<b>29.0%</b>	<b>1,472</b>	<b>0.0%</b>	<b>0</b>	<b>0.6%</b>	<b>28</b>	<b>20.6%</b>	<b>1,048</b>	<b>20.1%</b>	<b>1,023</b>	<b>11.3%</b>	<b>573</b>	<b>100.0%</b>	<b>5,080</b>

GENERATION

As of June 30, 2023												
	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Traditionalists (1917- 1946)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.1%	13	1.9%	41	3.6%	10	1.5%	23	0.0%	0	1.7%	87
Asian (United States of America)	3.2%	38	3.3%	71	3.6%	10	3.7%	57	0.0%	0	3.4%	176
Black or African American (United States of America)	1.1%	13	1.0%	21	1.1%	3	1.3%	20	0.0%	0	1.1%	57
Hispanic or Latino (United States of America)	3.4%	40	5.1%	109	11.7%	32	9.8%	153	0.0%	0	6.4%	334
I do not wish to answer. (United States of America)	1.3%	15	2.7%	57	1.5%	4	2.5%	39	0.0%	0	2.2%	115
Native Hawaiian or Other Pacific Islander (United States of America)	0.3%	4	0.4%	8	0.0%	0	0.8%	13	0.0%	0	0.5%	25
Two or More Races (United States of America)	2.0%	24	3.4%	73	9.5%	26	4.6%	72	0.0%	0	3.8%	195
White (United States of America)	87.7%	1,043	82.4%	1,770	70.1%	192	76.0%	1,186	100.0%	8	81.1%	4,198
<b>Total</b>	<b>21.0%</b>	<b>1,189</b>	<b>41.5%</b>	<b>2,149</b>	<b>5.30%</b>	<b>274</b>	<b>30.1%</b>	<b>1,560</b>	<b>0.2%</b>	<b>8</b>	<b>100.0%</b>	<b>5,179</b>
As of June 30, 2024												
	Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Generation Z (1997 - Current)		Millennials (1981 - 1996)		Traditionalists (1917- 1946)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.9%	9	2.0%	43	1.8%	5	2.0%	32	0.0%	0	1.8%	89
Asian (United States of America)	3.2%	33	3.5%	74	4.6%	13	3.6%	59	0.0%	0	3.5%	179
Black or African American (United States of America)	1.2%	12	0.8%	18	0.4%	1	1.3%	21	0.0%	0	1.0%	52
Hispanic or Latino (United States of America)	3.2%	33	5.2%	112	11.4%	32	10.1%	164	0.0%	0	6.7%	341
I do not wish to answer. (United States of America)	1.2%	12	2.8%	59	3.9%	11	3.0%	49	0.0%	0	2.6%	131
Native Hawaiian or Other Pacific Islander (United States of America)	0.4%	4	0.4%	9	0.0%	0	1.0%	17	0.0%	0	0.6%	30
Two or More Races (United States of America)	2.0%	21	3.4%	72	5.7%	16	4.6%	74	0.0%	0	3.6%	183
White (United States of America)	88.2%	913	81.9%	1,751	72.5%	203	74.7%	1,211	100.0%	7	80.4%	4,084
<b>Total</b>	<b>20.4%</b>	<b>1,035</b>	<b>42.1%</b>	<b>2,137</b>	<b>5.50%</b>	<b>280</b>	<b>31.9%</b>	<b>1,622</b>	<b>0.1%</b>	<b>7</b>	<b>100.0%</b>	<b>5,080</b>

## GENDER

As of June 30, 2023						
Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.8%	35	1.6%	52	1.7%	87
Asian (United States of America)	4.3%	85	2.8%	91	3.4%	176
Black or African American (United States of America)	0.7%	14	1.3%	43	1.1%	57
Hispanic or Latino (United States of America)	8.1%	159	5.4%	175	6.4%	334
I do not wish to answer. (United States of America)	2.0%	40	2.3%	75	2.2%	115
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	10	0.5%	15	0.5%	25
Two or More Races (United States of America)	3.5%	68	4.0%	127	3.8%	195
White (United States of America)	79.3%	1,560	82.2%	2,640	81.1%	4,198
<b>Total</b>	<b>38.1%</b>	<b>1,971</b>	<b>61.9%</b>	<b>3,213</b>	<b>100.00%</b>	<b>5,179</b>

As of June 30, 2024						
Race/Ethnicity	Female		Male		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.7%	33	1.8%	56	1.8%	89
Asian (United States of America)	4.4%	85	3.0%	94	3.5%	179
Black or African American (United States of America)	0.7%	14	1.2%	38	1.0%	52
Hispanic or Latino (United States of America)	8.8%	170	5.4%	171	6.7%	341
I do not wish to answer. (United States of America)	2.3%	44	2.8%	87	2.6%	131
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	11	0.6%	19	0.6%	30
Two or More Races (United States of America)	3.2%	62	3.8%	121	3.6%	183
White (United States of America)	78.5%	1,520	81.6%	2,564	80.4%	4,084
<b>Total</b>	<b>38.1%</b>	<b>1,936</b>	<b>61.9%</b>	<b>3,144</b>	<b>100.00%</b>	<b>5,080</b>

## DISABILITY REPORTING

As of June 30, 2023						
Race/Ethnicity	No Reported		Reported		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.7%	84	1.5%	3	1.7%	87
Asian (United States of America)	3.4%	169	3.6%	7	3.4%	176
Black or African American (United States of America)	1.1%	57	0.0%	0	1.1%	57
Hispanic or Latino (United States of America)	6.5%	323	5.6%	11	6.4%	334
I do not wish to answer. (United States of America)	2.2%	110	2.6%	5	2.2%	115
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	25	0.0%	0	0.5%	25
Two or More Races (United States of America)	3.8%	188	3.6%	7	3.8%	195
White (United States of America)	81.0%	4,039	83.1%	162	81.1%	4,198
<b>Total</b>	<b>96.1%</b>	<b>4,987</b>	<b>3.9%</b>	<b>195</b>	<b>100.00%</b>	<b>5,179</b>

As of June 30, 2024						
Race/Ethnicity	No Reported		Reported		Total	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.8%	86	1.7%	3	1.8%	89
Asian (United States of America)	3.5%	173	3.4%	6	3.5%	179
Black or African American (United States of America)	1.0%	51	0.6%	1	1.0%	52
Hispanic or Latino (United States of America)	6.7%	331	5.7%	10	6.7%	341
I do not wish to answer. (United States of America)	2.6%	127	2.3%	4	2.6%	131
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	30	0.0%	0	0.6%	30
Two or More Races (United States of America)	3.6%	175	4.6%	8	3.6%	183
White (United States of America)	80.3%	3,941	81.7%	143	80.4%	4,084
<b>Total</b>	<b>96.6%</b>	<b>4,905</b>	<b>3.4%</b>	<b>175</b>	<b>100.00%</b>	<b>5,080</b>

## VETERAN STATUS

As of June 30, 2023						
	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.7%	82	1.2%	5	1.7%	87
Asian (United States of America)	3.6%	173	0.7%	3	3.4%	176
Black or African American (United States of America)	1.1%	54	0.7%	3	1.1%	57
Hispanic or Latino (United States of America)	6.5%	311	5.3%	23	6.4%	334
I do not wish to answer. (United States of America)	2.3%	108	1.6%	7	2.2%	115
Native Hawaiian or Other Pacific Islander (United States of America)	0.5%	24	0.2%	1	0.5%	25
Two or More Races (United States of America)	3.8%	180	3.5%	15	3.8%	195
White (United States of America)	80.5%	3,824	87.0%	374	81.1%	4,198
<b>Total</b>	<b>91.7%</b>	<b>4,749</b>	<b>8.3%</b>	<b>430</b>	<b>100.00%</b>	<b>5,179</b>

As of June 30, 2024						
	Not a Veteran		Veteran		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	1.8%	85	1.0%	4	1.8%	89
Asian (United States of America)	3.8%	176	0.8%	3	3.5%	179
Black or African American (United States of America)	1.0%	49	0.8%	3	1.0%	52
Hispanic or Latino (United States of America)	6.8%	319	5.6%	22	6.7%	341
I do not wish to answer. (United States of America)	2.6%	122	2.3%	9	2.6%	131
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	29	0.3%	1	0.6%	30
Two or More Races (United States of America)	3.6%	169	3.5%	14	3.6%	183
White (United States of America)	79.9%	3,744	85.9%	340	80.4%	4,084
<b>Total</b>	<b>92.2%</b>	<b>4,684</b>	<b>7.8%</b>	<b>396</b>	<b>100.00%</b>	<b>5,080</b>

## SUPERVISOR

As of June 30, 2023								
	No		Yes		Total			
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number		
American Indian or Alaska Native (United States of America)	98.2%	379	1.8%	7	A total column across all these don't make sense for this category as they are not like data sets and it would equate to more than the total number of leadership roles.			
Asian (United States of America)	96.4%	372	3.6%	14				
Black or African American (United States of America)	97.7%	377	2.3%	9				
Hispanic or Latino (United States of America)	95.6%	369	4.4%	17				
I do not wish to answer. (United States of America)	98.4%	380	1.6%	6				
Native Hawaiian or Other Pacific Islander (United States of America)	99.2%	383	0.8%	3				
Two or More Races (United States of America)	97.7%	377	2.3%	9				
White (United States of America)	16.8%	65	83.2%	321				
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>			<b>100.00%</b>	<b>386</b>

As of June 30, 2024								
	No		Yes		Total			
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number		
American Indian or Alaska Native (United States of America)	98.5%	387	1.5%	6	A total column across all these categories does not make sense as they are not like data sets and would equate to more than the total number of leadership roles.			
Asian (United States of America)	96.7%	380	3.3%	13				
Black or African American (United States of America)	98.2%	386	1.8%	7				
Hispanic or Latino (United States of America)	95.7%	376	4.3%	17				
I do not wish to answer. (United States of America)	98.0%	385	2.0%	8				
Native Hawaiian or Other Pacific Islander (United States of America)	99.2%	390	0.8%	3				
Two or More Races (United States of America)	97.7%	384	2.3%	9				
White (United States of America)	15.8%	62	84.2%	331				
<b>Total</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>			<b>100.00%</b>	<b>393</b>

## PROMOTIONS

July 1, 2022 to June 30, 2023						
Race/Ethnicity	No (Not Supervisory)	Percent	Supervisory	Percent	Total Count	Total Percent
American Indian or Alaska Native (United States of America)	5	1.6%	1	1.7%	6	1.7%
Asian (United States of America)	13	4.2%	0	0.0%	13	3.6%
Black or African American (United States of America)	3	1.0%	1	1.7%	4	1.1%
Hispanic or Latino (United States of America)	21	6.9%	2	3.4%	23	6.3%
I do not wish to answer. (United States of America)	14	4.6%	1	1.7%	14	3.9%
Native Hawaiian or Other Pacific Islander (United States of America)	3	1.0%	0	0.0%	3	0.8%
Two or More Races (United States of America)	14	4.6%	1	1.7%	15	4.1%
White (United States of America)	233	76.1%	52	90.0%	285	78.5%
<b>Total</b>	<b>306</b>	<b>84%</b>	<b>58</b>	<b>16%</b>	<b>363</b>	<b>100%</b>

July 1, 2022 to June 30, 2023								
Race/Ethnicity	Female	Percent	Male	Percent	Blank	Percent	Total Count	Total Percent
American Indian or Alaska Native (United States of America)	2	1.4%	4	1.9%	0	0.0%	6	0.017
Asian (United States of America)	4	2.7%	9	4.2%	0	0.0%	13	0
Black or African American (United States of America)	2	1.4%	2	0.9%	0	0.0%	4	0
Hispanic or Latino (United States of America)	6	4.2%	14	6.6%	3	42.9%	23	0
I do not wish to answer. (United States of America)	2	1.4%	12	5.7%	0	0.0%	14	0
Native Hawaiian or Other Pacific Islander (United States of America)	2	1.4%	1	0.5%	0	0.0%	3	0
Two or More Races (United States of America)	6	4.2%	9	4.2%	0	0.0%	15	0
White (United States of America)	120	42.1%	161	56.5%	4	1.4%	285	1
<b>Total</b>	<b>144</b>	<b>40%</b>	<b>212</b>	<b>58%</b>	<b>7</b>	<b>2%</b>	<b>363</b>	<b>1</b>

## PROMOTIONS CONTINUED

July 1, 2023 to June 30, 2024						
Race/Ethnicity	No (Not Supervisory)	Percent	Supervisory	Percent	Total Count	Total Percent
American Indian or Alaska Native (United States of America)	4	2.2%	0	0.0%	4	1.8%
Asian (United States of America)	7	3.9%	0	0.0%	7	3.2%
Black or African American (United States of America)	2	1.1%	0	0.0%	2	0.9%
Hispanic or Latino (United States of America)	11	6.1%	3	8.3%	14	6.5%
I do not wish to answer. (United States of America)	7	3.9%	1	2.8%	8	3.7%
Native Hawaiian or Other Pacific Islander (United States of America)	0	0.0%	1	2.8%	1	0.5%
Two or More Races (United States of America)	7	3.9%	1	2.8%	8	3.7%
White (United States of America)	143	7.9%	30	83.3%	173	79.7%
<b>Total</b>	<b>181</b>	<b>83%</b>	<b>36</b>	<b>100%</b>	<b>217</b>	<b>100%</b>

July 1, 2023 to June 30, 2024								
Race/Ethnicity	Female	Percent	Male	Percent	Blank	Percent	Total Count	Total Percent
American Indian or Alaska Native (United States of America)	3	3.1%	1	0.8%	0	0.0%	4	0.018
Asian (United States of America)	4	4.2%	3	2.5%	0	0.0%	7	0
Black or African American (United States of America)	1	1.0%	1	0.8%	0	0.0%	2	0
Hispanic or Latino (United States of America)	7	7.3%	6	5.0%	1	50.0%	14	0
I do not wish to answer. (United States of America)	1	1.0%	7	5.9%	0	0.0%	8	0
Native Hawaiian or Other Pacific Islander (United States of America)	0	0.0%	1	0.8%	0	0.0%	1	0
Two or More Races (United States of America)	1	1.0%	7	5.9%	0	0.0%	8	0
White (United States of America)	79	82.3%	93	78.2%	1	50.0%	173	1
<b>Total</b>	<b>96</b>	<b>44%</b>	<b>119</b>	<b>55%</b>	<b>2</b>	<b>1%</b>	<b>217</b>	<b>1</b>

**NEW HIRE**

Job Category July 1, 2022 to June 30, 2023																		
	Administrative Support (Including Clerical Sales)		Officials and Administrators		Paraprofessionals		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	10.5%	2	5.3%	1	0.0%	0	26.3%	5	0.0%	0	21.1%	4	31.6%	6	5.3%	1	100.0%	19
Asian (United States of America)	30.3%	10	6.1%	2	0.0%	0	27.3%	9	0.0%	0	0.0%	0	9.1%	3	27.3%	9	100.0%	33
Black or African American (United States of America)	0.0%	0	8.3%	1	0.0%	0	25.0%	3	0.0%	0	8.3%	1	41.7%	5	16.7%	2	100.0%	12
Hispanic or Latino (United States of America)	15.2%	10	3.0%	2	0.0%	0	12.1%	8	0.0%	0	9.1%	6	13.6%	9	47.0%	31	100.0%	66
I do not wish to answer. (United States of America)	23.5%	4	5.9%	1	0.0%	0	29.4%	5	0.0%	0	0.0%	0	17.6%	3	23.5%	4	100.0%	17
Native Hawaiian or Other Pacific Islander (United States of America)	20.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	40.0%	2	40.0%	2	100.0%	5
Two or More Races (United States of America)	18.8%	6	0.0%	0	0.0%	0	12.5%	4	0.0%	0	9.4%	3	34.4%	11	25.0%	8	100.0%	32
White (United States of America)	15.3%	89	5.0%	29	0.0%	0	16.3%	95	0.0%	0	4.6%	27	34.5%	201	24.2%	141	100.0%	582
<b>Total</b>	<b>15.9%</b>	<b>122</b>	<b>4.7%</b>	<b>36</b>	<b>0.0%</b>	<b>0</b>	<b>16.8%</b>	<b>129</b>	<b>0.0%</b>	<b>0</b>	<b>5.4%</b>	<b>41</b>	<b>31.3%</b>	<b>240</b>	<b>25.9%</b>	<b>198</b>	<b>100.0%</b>	<b>766</b>

**NEW HIRE CONTINUED**

**Gender  
July 1, 2022 to June 30, 2023**

Race/Ethnicity	Female		Male		Blank		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	47.4%	9	52.6%	10	0.0%	0	100.0%	19
Asian (United States of America)	51.5%	17	42.4%	14	6.1%	2	100.0%	33
Black or African American (United States of America)	8.3%	1	83.3%	10	8.3%	1	100.0%	12
Hispanic or Latino (United States of America)	47.0%	31	48.5%	32	4.5%	3	100.0%	66
I do not wish to answer. (United States of America)	35.3%	6	52.9%	9	11.8%	2	100.0%	17
Native Hawaiian or Other Pacific Islander (United States of America)	20.0%	1	60.0%	3	20.0%	1	100.0%	5
Two or More Races (United States of America)	31.3%	10	62.5%	20	6.3%	2	100.0%	32
White (United States of America)	34.2%	199	63.4%	369	2.4%	14	100.0%	582
<b>Total</b>	<b>35.8%</b>	<b>274</b>	<b>61.0%</b>	<b>467</b>	<b>3.2%</b>	<b>25</b>	<b>100</b>	<b>766</b>

**Disability Reporting  
July 1, 2022 to June 30, 2023**

Race/Ethnicity	No		Yes		Blank		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.7%	19	0.0%	0	There was no racial data for those who also didn't decide to share ability status.			
Asian (United States of America)	4.1%	29	6.3%	2				
Black or African American (United States of America)	1.6%	11	0.0%	0				
Hispanic or Latino (United States of America)	8.3%	59	12.5%	4				
I do not wish to answer. (United States of America)	2.0%	14	3.1%	1				
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	4	0.0%	0				
Two or More Races (United States of America)	4.1%	29	3.1%	1				
White (United States of America)	76.7%	544	75.0%	24				
<b>Total</b>	<b>92.6%</b>	<b>709</b>	<b>4.2%</b>	<b>32</b>	<b>3.3%</b>	<b>25</b>	<b>1</b>	<b>766</b>

**NEW HIRE CONTINUED**

Veteran Status July 1, 2022 to June 30, 2023				
Race/Ethnicity	Not a Veteran		Veteran	
	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	2.7%	19	0.0%	0
Asian (United States of America)	4.3%	31	0.0%	0
Black or African American (United States of America)	1.5%	11	0.0%	0
Hispanic or Latino (United States of America)	8.4%	60	5.9%	3
I do not wish to answer. (United States of America)	2.0%	14	2.0%	1
Native Hawaiian or Other Pacific Islander (United States of America)	0.6%	4	0.0%	0
Two or More Races (United States of America)	4.2%	30	0.0%	0
White (United States of America)	73.1%	523	88.2%	45
Blank	3.2%	23	3.9%	2
<b>Total</b>	<b>93.3%</b>	<b>715</b>	<b>6.7%</b>	<b>51</b>

Job Category July 1, 2023 to June 30, 2024														
Race/Ethnicity	Administrative Support (Including Clerical Sales)		Officials and Administrators		Professionals		Service		Skilled Craft Workers		Technicians		Total	
	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	1.6%	2	0.0%	0	4.8%	8	5.7%	9	3.2%	19
Asian (United States of America)	9.7%	10	6.1%	2	3.1%	4	0.0%	0	1.2%	2	3.8%	6	4.0%	24
Black or African American (United States of America)	0.9%	1	0.0%	0	2.4%	3	0.0%	0	0.0%	0	1.3%	2	1.0%	6
Hispanic or Latino (United States of America)	14.6%	15	3.0%	1	7.1%	9	0.0%	0	3.0%	5	13.3%	21	8.5%	51
I do not wish to answer. (United States of America)	2.9%	3	3.0%	1	5.5%	7	9.1%	1	3.6%	6	1.3%	2	3.3%	20
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	1	6.1%	2	0.8%	1	0.0%	0	0.6%	1	1.3%	2	1.2%	7
Two or More Races (United States of America)	4.9%	5	0.0%	0	2.4%	3	0.0%	0	4.8%	8	3.2%	5	3.5%	21
White (United States of America)	66.0%	68	81.8%	27	77.2%	98	90.9%	10	82.0%	137	70.3%	111	75.3%	451
<b>Total</b>	<b>17.2%</b>	<b>103</b>	<b>5.5%</b>	<b>33</b>	<b>21.2%</b>	<b>127</b>	<b>1.8%</b>	<b>11</b>	<b>100.0%</b>	<b>167</b>	<b>26.4%</b>	<b>158</b>	<b>100.0%</b>	<b>599</b>

**NEW HIRE CONTINUED**

<b>Job Category</b>														
<b>July 1, 2023 to June 30, 2024</b>														
	<b>Administrative Support (Including Clerical Sales)</b>		<b>Officials and Administrators</b>		<b>Professionals</b>		<b>Service</b>		<b>Skilled Craft Workers</b>		<b>Technicians</b>		<b>Total</b>	
<b>Race/Ethnicity</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>
American Indian or Alaska Native (United States of America)	0.0%	0	0.0%	0	1.6%	2	0.0%	0	4.8%	8	5.7%	9	3.2%	19
Asian (United States of America)	9.7%	10	6.1%	2	3.1%	4	0.0%	0	1.2%	2	3.8%	6	4.0%	24
Black or African American (United States of America)	0.9%	1	0.0%	0	2.4%	3	0.0%	0	0.0%	0	1.3%	2	1.0%	6
Hispanic or Latino (United States of America)	14.6%	15	3.0%	1	7.1%	9	0.0%	0	3.0%	5	13.3%	21	8.5%	51
I do not wish to answer. (United States of America)	2.9%	3	3.0%	1	5.5%	7	9.1%	1	3.6%	6	1.3%	2	3.3%	20
Native Hawaiian or Other Pacific Islander (United States of America)	0.9%	1	6.1%	2	0.8%	1	0.0%	0	0.6%	1	1.3%	2	1.2%	7
Two or More Races (United States of America)	4.9%	5	0.0%	0	2.4%	3	0.0%	0	4.8%	8	3.2%	5	3.5%	21
White (United States of America)	66.0%	68	81.8%	27	77.2%	98	90.9%	10	82.0%	137	70.3%	111	75.3%	451
<b>Total</b>	<b>17.2%</b>	<b>103</b>	<b>5.5%</b>	<b>33</b>	<b>21.2%</b>	<b>127</b>	<b>1.8%</b>	<b>11</b>	<b>100.0%</b>	<b>167</b>	<b>26.4%</b>	<b>158</b>	<b>100.0%</b>	<b>599</b>

<b>Gender</b>						
<b>July 1, 2023 to June 30, 2024</b>						
	<b>Female</b>		<b>Male</b>		<b>Blank</b>	
<b>Race/Ethnicity</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>	<b>Number</b>
American Indian or Alaska Native (United States of America)	2.6%	6	3.6%	13	There was no racial or gender data shared for this group of people who left the info blank.	
Asian (United States of America)	5.6%	13	3.1%	11		
Black or African American (United States of America)	2.2%	5	0.3%	1		
Hispanic or Latino (United States of America)	10.8%	25	7.0%	25		
I do not wish to answer. (United States of America)	3.4%	8	3.4%	12		
Native Hawaiian or Other Pacific Islander (United States of America)	2.2%	5	0.6%	2		
Two or More Races (United States of America)	3.4%	8	3.6%	13		
White (United States of America)	69.8%	162	78.5%	281		
<b>Total</b>	<b>38.7%</b>	<b>232</b>	<b>59.8%</b>	<b>358</b>	<b>1.5%</b>	<b>9</b>

## NEW HIRE CONTINUED

Disability Reporting July 1, 2023 to June 30, 2024						
Race/Ethnicity	No		Yes		Blank	
	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.2%	18	4.5%	1	There was no racial data for those who also didn't decide to share ability status.	
Asian (United States of America)	4.0%	23	4.5%	1		
Black or African American (United States of America)	0.9%	5	4.5%	1		
Hispanic or Latino (United States of America)	8.3%	47	13.6%	3		
I do not wish to answer. (United States of America)	3.5%	20	0.0%	0		
Native Hawaiian or Other Pacific Islander (United States of America)	1.2%	7	0.0%	0		
Two or More Races (United States of America)	3.3%	19	9.1%	2		
White (United States of America)	75.5%	429	63.6%	14		
<b>Total</b>	<b>94.8%</b>	<b>568</b>	<b>3.7%</b>	<b>22</b>	<b>1.5%</b>	<b>9</b>

Veteran Status July 1, 2023 to June 30, 2024				
Race/Ethnicity	Not a Veteran		Veteran	
	Percent	Number	Percent	Number
American Indian or Alaska Native (United States of America)	3.3%	19	0.0%	0
Asian (United States of America)	4.0%	23	3.8%	1
Black or African American (United States of America)	0.9%	5	3.8%	1
Hispanic or Latino (United States of America)	8.6%	49	3.8%	1
I do not wish to answer. (United States of America)	3.5%	20	0.0%	0
Native Hawaiian or Other Pacific Islander (United States of America)	1.2%	7	0.0%	0
Two or More Races (United States of America)	3.5%	20	3.8%	1
White (United States of America)	73.5%	421	84.6%	22
<b>Total</b>	<b>95.7%</b>	<b>573</b>	<b>4.3%</b>	<b>26</b>

## APPENDIX D – DIVERSITY ACTION TEAM CHARTER

### Background

In 1999, Oregon Department of Transportation (ODOT) established a Diversity Council to provide focused support to diversify our workforce. In 2009, a revision to the ODOT Diversity Council Charter established the need for Diversity Action Teams (DATs) which would be location specific or organizationally specific throughout the state. The DATs focused on diversity awareness throughout the state using a regional or divisional focus. In 2019, the Diversity Council created the Assistant Director of Social Equity position to replace and deepen the work started. The Assistant Director of Social Equity leads the Office of Equity and Civil Rights who envisions an ODOT that prioritizes diversity, equity, and inclusion by identifying and addressing systemic barriers to ensure all Oregonians benefit from transportation services and investments.

### Purpose

The purpose of Diversity Action Teams (DATs) is to offer a space for all ODOT employees monthly that encourages the exchange of thoughts and beliefs while offering empathy and embracing conflict (also known as “brave(r) space” – see glossary).

DATs are committed to ensuring that all ODOT employees have a sense of belonging, cultivate connection, and are valued parts of a thriving ODOT community.

In support of the Office of Equity and Civil Rights, through mentorship and communication, the DATs create a sense of belonging for all ODOT employees. DAT leadership uses appropriate resources to increase understanding of experience, perspective, and connection statewide. As such, the objectives of the Diversity Action Teams (DATs) are to:

- » Foster activities designed to support all staff feeling welcomed and valued.
- » Identify staff needs to enrich the workplace.
- » Propose measurable strategies to strengthen workplace culture.
- » Champion diversity, equity, and inclusion in the workplace.
- » Promote ODOT’s social equity programs, processes, and policies.

## **Authority and Accountability**

The DATs operate under the authority of the Office of Equity and Civil Rights and each DAT collaborates with and is accountable to the local authority of their respective Management Team. Diversity Action Teams are associated with each major ODOT facility or program as outlined below:

- » Region 1 DAT
- » Region 2 DAT
- » Region 3 DAT
- » Region 4 DAT
- » Region 5 DAT
- » Driver & Motor Vehicle (DMV) DAT
- » Statewide Project Delivery Branch DAT
- » 3930 Building DAT
- » Transportation Building DAT
- » Mill Creek Building DAT

## **Membership**

### ***DAT Composition***

- » DATs are a leadership team that share information with and implement social equity activities for their respective locations.
- » DATs have a management representative who assists by supporting program implementation.
- » DATs have a rotating chair who serves as the contact for the Office of Equity and Civil Rights.
- » DAT membership reflects the workforce; it is important to have people from different work groups and job types.
- » Each DAT has the flexibility to plan and implement local activities in addition to engaging the monthly guidance from The Office of Equity and Civil Rights.

- » DATs meet monthly to lead their respective locations and create an annual work plan.
- » All members must have approval from their manager to serve on the DAT, as their participation is part of the agency priority and will be charged to their indirect Expenditure Account number.
- » Members commit to serve two-year terms and may continue for additional terms with management approval.

### ***Duties of Members***

Members are expected to make decisions (by majority consensus) in the best interest of the agency and the team. Specifically, members will:

- » Bring dedication to diversity, equity, and inclusion to the team.
- » Openly seek perspective and understanding.
- » Uplift respect and dignity through daily interactions and/or interruptions.
- » Attend all meetings and actively participate, speak your mind, provide alternatives, and challenge assumptions.
- » Assist in the development of the annual work plan.
- » Lead and participate in work plan activities.
- » Promote events, trainings, discussion, programs, and initiatives related to social equity.
- » Once a decision has been made, support it and work together to implement it effectively.
- » Maintain confidentiality of sensitive discussions and information.

### ***Electing Chair and Vice Chair***

DATs elect their Chair and Vice Chair annually among current DAT members.

Members who want to be considered for Chair or Vice Chair will share their vision for the DAT and goals they would like to accomplish during their term. DAT members will consider what is shared and agree as a DAT on who is elected Chair and Vice Chair. If a tie breaker is needed, the management representative will make the decision.

### ***Duties of Chair and Vice Chair***

The role of Chair is to lead the DAT in support of the Office of Equity and Civil Rights. The Chair will:

- » Lead the development of and approval process for the annual work plan.
- » Track annual work plan progress and prepare annual work plan report.
- » Facilitate monthly meetings to promote efficiency and productivity with the Vice Chair.
- » Be a communication conduit between the DAT, the management representative, and the Office of Equity and Civil Rights.
- » Ensure that all work is aligned with ODOT’s strategic direction, appropriately resourced and that the team has the necessary tools available to complete the goals.
- » Clearly define the situation (need, problem or opportunity), desired outcome, and scope in order to ensure all members are working toward a unified goal
- » Collect pertinent data and information in order to adequately understand the current state and assess and measure progress.
- » Establish meeting agendas and approve meeting notes.
- » The Vice Chair, in the absence of the Chair, will perform all duties.

### ***Duties of Management Representative***

The role of Management Representatives is to champion the work of the DAT, by:

- » Actively supporting DAT efforts.
- » Leading by example; participating in events and activities.
- » Promoting participation among all staff.
- » Removing barriers to DAT success.
- » Offer resources when available.

### ***Monthly Activities***

The DATs form an integrated network across ODOT. The key to the network is that it operates both at

the One ODOT level, through the guidance and direction provided centrally through the Office of Equity and Civil Rights, as well as locally, with each DAT providing local flavor and shaping content delivery in a way that resonates with local ODOT staff in that region, building, or department.

Flow of Monthly Activities:

- » The Office of Equity and Civil Rights provides vetted, standardized content monthly to DAT Chairs.
- » DAT Chairs or DAT member(s) prepare the content for local delivery, aligning the message with their local audience.
- » Share monthly Office of Equity and Civil Rights resources via email to all employees in DAT location and the Office of Equity and Civil Rights with messages aligned with their location.
- » Host a virtual forum, with physical options if possible, to engage around social equity and what it means to our day to day interactions and organizational culture.

### ***Annual Work Plan***

DATs create an annual work plan that is reviewed every January by the Office of Equity and Civil Rights as well as their management representative. Progress is measured in their annual work plan report due every December. The DAT Chair is responsible for providing regular progress updates to the Office of Equity and Civil Rights and their management representative twice a year, in April and September. These plans should be SMART (specific, measurable, attainable, relevant, and time bound) in their entirety and include the following:

- » Introduction to plan – layout overall objectives for the year.
- » Identify potential resources needed.
- » Communication plan – including feedback loop with Management Team and the Office of Equity and Civil Rights.
- » Management representative engagement.